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ABSTRACT

The purpose of this handbook is to show how communities can initiate a successful recruitment campaign for family day care providers. In 11 chapters, discussion focuses on (1) the need for recruitment; (2) the recruitment process; (3) determining day care need; (4) conducting provider surveys; (5) incentive programs; (6) training classes; (7) building long term support for recruitment; (8) developing and distributing promotional materials; (9) working with the media; (10) recruitment as an ongoing campaign; and (11) the 1984-85 child care recruitment effort of Resources for Child Caring, Inc., in St. Paul, Minnesota. The campaign stimulated a 33 percent increase over the previous year in the number of new family day care providers. Numerous appendices provide related materials, such as posters, flyers, newsletter articles, incentive coupons, and a public service announcement. (RH)

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SUCCESSFUL STRATEGIES

For Recruiting Family Day Care Providers

TOYS 'N THINGS PRESS

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SUCCESSFUL STRATEGIES
FOR RECRUITING FAMILY DAY CARE PROVIDERS

by Tom Copeland
Megan Roach

Toys 'n Things Press
a division of
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Chapter I

THE NEED FOR RECRUITMENT

HELP WANTED: SOMEONE TO CARE FOR AMERICA'S CHILDREN

Child care providers are in great demand and short supply across the country. Working parents are finding it increasingly difficult to locate a qualified child care provider to care for their children. The reason for this growing child care crisis is reflected in the dramatic changes in the make-up of America's work force and its families:

- In the last 10 years, there has been a significant rise in the number of full time working mothers, dual-income families and single parent families.

- In March 1985, there were 33.5 million children under 18 with mothers in the work force. This represents nearly 60% of all children under 18.

- Eighty percent of all women in the nation's work force are of child bearing age and 93% of these will become pregnant sometime during their work careers.

- The fastest growing segment of the nation's work force is mothers with preschool children. Women will represent two-thirds of the growth of the work force between 1980 and 1995.

These facts explain the tremendous growth in demand for child care providers by working parents. At the same time, the supply of child care

is not keeping pace with this demand. The traditional pool of child care providers is shrinking as mothers, neighbors, relatives and grandmothers enter the work force in record numbers. The search by working parents for a child care provider can be a long and frustrating process. Finding a provider to care for the particular demands of infants, before and after school care, sick children, odd hour care, drop in care, etc., can be especially difficult. One part of town may have a surplus of child care available while another part may have a desperate shortage.

Our society is paying a tremendous economic and social price for this child care supply crisis:

- Parents are unable to take a job because they cannot find child care.
- Work force productivity declines when it takes parents weeks to find a new provider.
- Children are put in poor quality child care arrangements when there is little parental choice.
- Children are left to care for themselves and for siblings at an early age.

Demand for child care over the next two decades is not likely to abate. The supply of child care providers needs to be increased. The purpose of this handbook is to show how your community can initiate a successful recruitment campaign for child care providers.

Much of the practical information in this handbook is based upon the experience of a one year recruitment effort in St. Paul, Minnesota from 1984-85, conducted by Resources for Child Caring, Inc. (Resources for Child Caring, Inc. is a non-profit agency that provides a variety of products and services for those who care for young children, including Resource and Referral, Training, Child Care Food Program, Toys 'n Things

Press, Employer Consulting and more.) Our recruitment campaign produced 346 new licensed day care providers, a 33% increase over the previous year; it is detailed in Chapter XI. Samples of promotional materials developed for this campaign are included in the Appendix.

Chapter II

AN OVERVIEW OF THE RECRUITMENT PROCESS

There are five basic components of a successful recruitment project:

- A clear statement of the unmet child care needs and the recruitment campaign goals and objectives.
- The active cooperation of the regulatory departments* and child care provider organizations to help plan and promote the recruitment campaign.
- Professional promotional materials that explain the advantages of becoming a provider.
- An incentive program to help reduce the barriers that old and new providers face in caring for children.
- A publicity effort that raises the public awareness of the unmet child care needs and focuses attention on how the problem affects the entire community.

A common goal of child care advocates is to ensure that there is enough child care in their community for every parent that needs it. The purpose of a child care recruitment campaign is to increase the supply of child care, bringing it into closer balance with the demand.

Recruiting child care providers can best be done by focusing community-wide attention on the problem. A variety of community resources need to be mobilized. No single child care program or resource and referral

*Throughout this handbook we will be referring to regulatory departments and family day care providers. We are aware that the regulatory system varies greatly from state to state where terms are used such as "registered", "licensed", "certified", etc. In this handbook we will use the term "regulated" to refer to providers that are qualified to be on your child care referral service. We are defining family day care providers as those people who care for children in their own home.

agency can hope to successfully recruit by acting alone. Children, parents, providers, employers, and many others in the community have a stake in making sure there is an adequate supply of child care. Those initiating a recruitment campaign should understand the broad impact of how child care benefits their community and use this information to generate publicity and enlist support.

Define the Unmet Needs

A recruitment campaign needs to have specific goals and objectives. In order to set goals, we must know the data about the current child care supply and demand.

For instance:

- How many regulated providers are there currently?
- How many children do these providers care for?
- How many infants, school-agers, handicapped children (whatever particular unmet needs the recruitment campaign wants to focus on) need care?
- How many regulated providers are needed to fill the unmet need?

Chapter III discusses in detail how to gather and compute the data necessary to establish your short term goals. This information is important to collect for several reasons:

- The data can be used to make the case before the public that there is a child care supply crisis. The media are more likely to publicize your campaign if you have hard numbers. Specific numbers also make it easier for others to understand the problem and join your effort.
- The data are useful to set internal goals and measure your progress. Your campaign goals should be realistic and achievable to ensure success. Set them below the actual unmet needs. Recruitment is an ongoing process and you should not raise expectations that the problem will be solved in the first year.
- Use the data to announce the results of the campaign and set future directions. State your results in terms of how many providers you recruited and how many more are still needed. The recruitment data

you collect can be used to enlist the support of others in your community to continue recruitment efforts.

Enlist the Cooperation of the Regulatory Department and Existing Child Care Providers

The two groups that can help a recruitment campaign the most are child care regulatory departments and existing providers. Both should be included in the planning of the campaign at the very beginning.

The regulatory department controls the flow of new providers into a community. They can speed up or slow down the process of becoming regulated. It is extremely important to enlist their support in setting campaign goals. The regulatory department can cooperate by keeping statistics, talking to providers about caring for "particular needs" children, and responding to media questions. By "particular needs" children, we mean those children that are the hardest to find care for in a given community, such as infants, school-agers, sick children, etc.

Most newly regulated providers have experience in caring for children from other families. One of the best ways to recruit from the population is through current providers. Many providers know of people in their area who are doing child care but aren't regulated. Your recruitment campaign should also ask existing providers to help by reviewing promotional materials, conducting surveys and distributing flyers.

Further details about how to work with these groups are disucssed in Chapter IV and Chapter VII.

Develop Consistent Promotional Materials

Recruitment materials may vary in format, appearance and detail depending upon their use, but every piece should cover three points:

- a statement about the urgent need for more regulated providers
- a listing of the benefits available to regulated providers
- a phone number for further information

The materials should appeal to a wide spectrum of your community including professional women's clubs, community organizations serving low income clients and existing child care providers. Examples of promotional materials are included in the Appendix. Further details about how to develop and distribute them are discussed in Chapter VIII.

Establishing an Incentive Program

Publicizing the need for more child care providers may not be enough to successfully recruit new providers. An incentive program can help attract the interest of prospective providers and encourage current providers to care for particular needs children.

An incentive program should be designed to help prospective providers overcome a barrier to becoming regulated. The particular barrier may vary from community to community. Conducting a survey of providers can help you identify the most effective incentive for your area.

Examples of incentives:

- free loan of equipment (cribs, strollers, special toys, etc.)
- discounted training classes designed for new providers
- non-financial positive reinforcement and support to prospective providers that stresses the value of caring for children and its importance to the community
- cash

Details about how to establish incentive programs are discussed in Chapter V.

Generate Public Awareness About Your Campaign

Newspaper, television and radio coverage of your recruitment campaign will probably generate more response than any single poster, flyer or brochure you distribute. Take the time to cultivate contacts with the major media

in your area. Try to get coverage of your efforts spread out over several months. A story in the newspaper will often lead to a spot on the television news. Go after the biggest media first, coverage in local neighborhoods second.

Further details of working with the media are discussed in Chapter IX.

Notes on Recruitment Strategies

- Convincing existing providers to care for particular needs children should be part of any recruitment effort.
- Define the geographic area(s) to conduct your recruitment campaign according to where parents look for care. If many parents are looking in two counties for care, don't restrict your campaign to only one.
- No single recruitment strategy will bring success. A series of strategies will spread the word to a wider audience. People who become regulated are more likely to have heard about the need for providers from more than one source.
- An additional positive outcome from a campaign that is directed at recruiting care for particular needs children is that it is also likely to increase the number of providers caring for all children.

Chapter III

DETERMINING THE CHILD CARE NEED

Before you begin a recruitment campaign, you need to establish specific goals and objectives. Child care advocates are often faced with demand from parents, providers, employers, local government, and others to provide more and more child care resources in their community. These demands for your time and energy are unlikely to diminish in the near future. In order to make the best use of your efforts, it is important to keep your activities focused on achievable results. For example, one of the long range goals of your agency might be to ensure that every parent who needs child care in your community has access to affordable and available child care. It is important to define your long term goals, but remember that achieving these goals is not possible in one year. Short term objectives should be set with realistic targets for a recruitment campaign. As example, such targets might be:

- To gain a net increase of 50 new regulated providers from 750 to 800 in 12 months.
- To increase the number of children cared for by regulated providers from 3,750 to 4,000 in 12 months.
- To create 130 new slots for a particular unmet need (infants, school-ages, etc.) in existing and newly regulated providers homes in 12 months.

Such goals are clear and measurable. Setting specific goals will help generate publicity and serve as a yardstick to measure your efforts. Meeting your recruitment goal may not solve the child care shortage in your area, but it will allow you to celebrate a measure of success and make it easier to set higher goals for the next campaign.

Defining the Need: Supply and Demand

In order to set realistic goals, we need to know the extent of the need for child care. The basic question: How many qualified providers caring for what kinds of children are required to meet the needs of parents and their children? To answer this question we must measure the current child care supply and demand. Then we can estimate the current and future unmet need for more providers.

Measuring the child care supply is the easier task:

- How many regulated providers are there currently?
- How many total children do these providers care for?
- How many particular needs children do these providers care for?

Many child care resource and referral agencies will already have this information in their own files. Your regulatory department should have records on the number of providers, if not the data on the last two questions. Ask the regulatory department if they would be willing to collect this information if you don't have it before you kick off your campaign. Stress the importance of this data and find out how you can cooperate with them in this effort.

Measuring the child care demand is more difficult. The method below to collect the information is based upon the Child Care Information Kit by the California Child Care Resource and Referral Network. The following data must be collected:

The number of children in your community: Use U.S. Census, local government or private reports for current and future statistics. Analyze the ages of the children to fit your recruitment campaign goal. For example, compile the number of children 0-2 for a campaign to increase infant care.

The percentage of working mothers in your community: Use U.S. Census data for your area.

The percentage of children needing care: The 1982 Census report surveyed the child care arrangements made by married parents with at least one child under 5 years old. The results:

29% Relative in child's or relative's home
23% Mother or Father
22% Family day care/friend/neighbor
15% Day care center
5.5% In-home care
5.5% Other

The total percentage of children needing care by someone other than the family is 42.5%. This number is likely to be higher for single parents. The number may be higher or lower for your community. The percentages probably rose somewhat in the years after 1982.

Use these figures as in the following example:

Number of Children 0-5	x	% of working mothers	=	# children of working mothers	x	% children needing care	=	# children 0-5 needing care
100,000		50%	=	50,000	x	42.5%		21,250

Compare these numbers with the child care supply:

Number of children 0-5 needing care: 21,250
Number of children 0-5 in regulated homes and centers: 5,312
Number of children not served by regulated homes and centers: 15,938

You can also do the same kind of calculation for the future demand in your community by using an estimate of the number of children 0-5 there will be in 5 or 10 years. Show how many new providers will be needed and compare this to the growth or lack of growth in providers in recent years.

A word of warning on how you interpret your results: statistics can be easily manipulated. Nonworking parents may also use child care at times. Parent preference for different types of child care may vary from one community to another. The demand for child care can be influenced by the quality of care that is available. Parents living outside your community

may be looking for child care in your community. Single working mothers use child care outside the home more often than married women. A mother currently caring for her child may be looking for a provider. Parents often use a combination of many part-time arrangements that make it difficult to accurately calculate the need for child care. And finally, the need for child care can change rapidly. A parent who has a wonderful arrangement today may be desperate by tomorrow.

Estimating the Need

What can you do to figure out the need in your community if you don't have accurate supply/demand data? Don't give up. Make an educated guess and start your campaign. Consider using some of the following ideas in your effort to estimate:

- Find out which organizations in your community collect data or conducted studies that might be relevant to you. Ask local government agencies, school districts, etc., for informaton.
- Conduct a short survey of all providers in one or two neighborhoods to determine how many particular needs children are cared for by regulated providers. Or survey a sample of providers throughout the community.
- Find out if local employers have conducted surveys of their employees regarding information about child care arrangements and unmet needs.
- Ask local provider associations to conduct surveys for you.
- Examine the data you have in your agency. You might want to survey parents and/or providers about the information you lack for one month as they use your services. From this survey, make a record of the kinds of care in greatest demand. Ask staff to estimate (subjectively, if necessary) which geographic areas in your community have the greatest need.

Record Keeping

When your recruitment campaign starts, make sure you have an accurate count of the number of current regulated providers. Establish a chart

on which you can record and monitor any changes, monthly or quarterly. If you get your information from the regulatory department, establish a regular system of reporting the data. Try to follow the potential providers as they move through the regulatory system.

Here is a sample report format:

Month	Inquiry calls about regulation	Attendance at regulatory orientation meetings	Regulation applications submitted	# new providers regulated	#infant slots opened with new providers	# regulated providers closed	#infant slots closed	# net new infant slots	# regulated providers
January	20	10	5	2	8	1	2	6	551
February	35	25	15	12	24	6	12	12	557
March	50	41	32	27	54	4	8	46	580
April									
Etc.									

Keeping track of regulated providers in this way can help you evaluate your campaign. A rise in inquiry calls now should mean more regulated providers later. If the regulatory department has several steps that potential providers must take before getting regulated, you can see if the drop out rate is higher at a particular step. If so, special attention may need to be given at this point.

At the end of the campaign you should use the data you have collected to make some conclusions about the shortage of care. These conclusions may not be the same each year. For example:

- The number of net regulated providers rose 25% to 687, serving a total of 3,641 children needing care.
- The child care shortage is only a mild problem now, but it will be getting more critical over the next five years as the number of children increases.
- The biggest problem for parents is finding enough infant care. The demand for infant care is 3 times higher than the current supply.
- Although current supply seems adequate, an anticipated drop in the number of providers (due to the insurance crisis, attrition, etc.) will create a shortage by next fall.
- A shortage exists in 4 out of 10 neighborhoods.

The data you collect as part of your recruitment campaign can have many uses. Make an effort to continually refine your statistics and make your estimates more accurate. Compare this data over time to identify trends and predict future needs. Share the information with the media and local government. Where appropriate, ask other agencies to help in the data collection process.

Chapter IV

CONDUCTING PROVIDER SURVEYS

Child care provider surveys can be a useful tool in developing your recruitment strategies. Providers currently in business, and those who have recently gone out of business can provide the information necessary to give the recruitment campaign its focus. In addition, as the campaign progresses, be sure to survey a sample of newly regulated providers. Questions designed to measure the effectiveness of various recruitment strategies should be included for this group. This information can then be used when designing the next recruitment campaign.

Determining which survey technique to use can be critical to the campaign's eventual success or failure. Gather specific information to:

- Identify the positive aspects of being a provider so that these are stressed in recruiting.
- Identify what the barriers are that make it difficult to be a provider so that an incentive program can be established to address these issues.
- Compile a provider profile so that publicity efforts can be effectively focused on individuals most likely to become regulated providers.

Focus Groups

The quickest way to gather information about providers is with a technique called a "focus group". Select a representative group of 7 to 10 new and current providers to sit down with you for several hours. Your local provider associations can be helpful in finding volunteers to participate if you give them some guidelines on the mix you are looking for. Be sure to include some providers who have been in business a long time as well as newcomers to the child care field.

Provide a list of issues on which you would like feedback, and focus your meeting on these issues through a direct group discussion. Summarize providers' comments in outline form on large sheets of butcher paper to keep your discussion "focused", but informal. In the meeting, go over any questions you have and review your recruitment campaign strategy with the providers. Specify to the focus group participants that you want their opinions, ideas, and feedback, etc. This is not a planning session but rather an opportunity for information sharing. Encourage everyone to particpate; keep the discussion lively but controlled.

A focus group can also be used to field test a mail or telephone survey. It can help you remove or change any confusing or inconsistent survey questions, as well as add questions which can provide valuable information for planning your campaign.

You may want to ask some providers to participate on an advisory committee. An advisory committee is different from a focus group in that it involves others besides providers and it meets more than once over a period of time. People who have regular contact with providers such as regulatory workers, resource and referral counselors, child care food program workers, provider trainers, etc., may be asked to be on the committee. Use the committee to help plan strategy, review progress and suggest future directions. Discuss questions such as: Why aren't there more providers? What would be of most help to new providers? How can we help good providers stay in business? Meet with your advisory committee once a month to get feedback on your campaign activites.

Surveys

Phone surveys are a better investment of time and money than mail surveys because you can get more information with them. Mail surveys usually have a lower rate of return and the information you receive is often incomplete. The best kind of questions to ask by mail are multiple choice, where you provide a list of answers from which the provider selects one or more responses.

For example:

What do you like about caring for infants? Check all that apply.

___ I love being with babies
___ I can charge more for infants
___ I like to watch infants grow and be a part of sharing their development.
___ Other (specify:_____)

Phone surveys can also use this multiple choice format for questions, however, you should take the opportunity to include some open-ended questions, especially for those issues where you are uncertain what the most common responses will be. Providers are very responsive to verbal interaction, and the survey interview is a very reassuring, positive experience for them. Open-ended questions will also give you some very rich, detailed and valuable information for planning your recruitment strategies.

In the two surveys conducted in St. Paul, nearly every provider was very pleased to be interviewed. In fact, our provider advisory group, made up of members from the local family day care association, were so interested in being interviewed as a part of field testing the survey, that they volunteered afterward to make all of the calls for our first phone survey! Providers interviewing other providers worked extremely well.

There are others who might provide useful information if surveyed: people who began the regulatory process but didn't finish, and people who might be interested in becoming regulated. These individuals, however, are more difficult to identify. You might try keeping a log of individuals who attend regulatory or start-up orientation meetings but do not initiate or complete the regulatory process within a three to six month period. Then conduct short follow-up phone interviews with 20-25 of them to find out

why they did not become regulated and what assistance or incentives would have helped in this process.

Types of Questions for Provider Surveys

Your survey questions should be of two types - "profile" questions to be asked of all providers, and "focus" questions designed to gather information from a specific subgroup.

Information gathered in "profile" questions could include, but is not limited to:

- Marital status
- Age of provider
- Sex of provider
- Ethnicity of provider
- Education (last year completed)
- Number and ages of own children
- Gross family income (in ranges of $5,000)
- Type of work, if any, done outside the home before becoming a provider
- Fees charged for day care services (by age).

"Focus" questions, relevant to each designated subgroup, should furnish the information needed to establish the exact recruitment incentives necessary for an effective recruitment campaign. Examples of "focus" questions follow:

Providers Currently in Business

- What do you like about being a provider?
- What is difficult about being a provider?
- What kind of equipment/toys would you recommend that a new provider get?
- What kind of training classes would you recommend that a new provider take?
- Why did you decide to become regulated?
- How can the regulatory process be improved?

- How long do you expect to be a regulated provider?
- How many adults are living in your household?
- How many years have you been a regulated provider?
- What type of home do you live in (apartment, house, duplex, etc.)?

If you want to recruit more providers for "particular needs" children, ask current providers relevant questions such as:

- Are your currently caring for (age group)?
- If yes,
  -How many?
  -Why would you encourage others to care for (age group)?
  -What are the major difficulties caring for (age group)?
  -What would make it easier to care for (age group)?
- If no,
  -What prevents you from caring for (age group)?
  -What training or equipment would you need to care for (age group)?

Newly Recruited Providers

- Why did you decide to become a regulated provider?
- Were you aware before you applied to become regulated that there was a shortage of providers?
- Did you hear about the need for more providers in any of the following ways? (List the methods used to publicize your campaign.)
- How long do you expect to be a provider?
- Did you care for children other than your own before becoming a regulated provider?
- What kind of difficulties, if any, did you have in becoming regulated?
- How can the regulatory process be improved?

If the newly recruited provider is currently caring for children, "particular needs" children's questions can also be asked.

Providers Who Have Recently Gone Out of Business

- Why did you decide to stop caring for children in your home?
- What was your major difficulty as a regulated provider?
- What did you like most about being a provider?
- Would you ever consider applying to become regulated again, and if so, when?

Obviously, the questions noted are just examples. Take the extra time to determine what questions are relevant to your recruitment effort, and establish your incentives based on the answer to these.

Ongoing Surveys

Provider surveys should be conducted on a regular basis over the years. They can be used to measure the impact of such things as: new regulatory rules, increases in insurance costs, changes in the economy, etc. Ongoing surveys can also be used to compare the supply data over time, identify new shortages more quickly, and help plan for future recruitment efforts.

Chapter V

INCENTIVE PROGRAMS

Incentives add a special excitement and flair to a recruitment campaign. Providers are thrilled to get them and they are fun to organize. Incentives can serve four different purposes:

1) To catch the attention of providers and generate interest in the campaign.
2) To provide direct support to providers who are just starting out in the business.
3) To enable existing providers to care for children with particular needs.
4) To advertise the fact that there is a support system for providers in the community.

Incentives should be something that providers want. Ask providers what they would like. The incentive should make it easier to be a provider or easier to care for a particular needs child (e.g. infant equipment for infant providers). Many things can be incentives and they don't have to cost too much. For example:

- Free or discounted books on child development, tax preparation, child nutrition, children's books, etc.
- A special party or open house at a family day care home, center, park, etc.
- A business start-up kit with products and coupons donated by local businesses: fire extinguisher, first aid kit, record keeping book, etc.
- Loan of equipment or toys
- Training classes
- Five hours of free substitute help donated by the local family day

care association

- A cash bonus of $25-$50 offered to regulated providers who recruit new providers

Think of the kinds of programs or services in your area that would interest providers. Are there other organizations that might donate something to be a part of the campaign? Actually, an incentive doesn't have to be a "thing." It can be positive reinforcement from all the participants in the recruitment campaign. Consistent encouragement and support of potential providers and existing providers will make a difference. Providers need support to make their job easier. Anything that you can do to build that support is an incentive to a new provider.

Let's see how this can happen by taking the example of an incentive idea such as a free class on infant development. By advertising this free class as part of your recruitment strategy, you can attract potential regulated providers (many of whom are already caring for infants) to a class. New and existing providers may be nervous about caring for infants, and this class might help them get started. Once the potential providers and existing providers are at the class, you should stress the need for infant care and encourage those attending to provide it. Use the class as an opportunity to inform providers about existing support services available to them: provider organizatons, support groups, Child Care Food Programs, other training opportunities, toy lending library, etc. If provider training in your community is usually free, then pick another incentive that normally costs something.

Future Incentives

With the supply of child care expected to remain low for some time and with the higher financial expectations of new providers, incentives may take on increased importance in the future. These future incentives

may have to be larger and more directly related to the economic benefit of providers in order to attract new people and keep current ones in the business.

Increasingly, recruiters will need to turn to other community organizations and resources to generate these new incentives. If the issue is approached as a small business for providers and work support service for parents, then groups such as the Chamber of Commmerce, local government, and others will understand their stake in ensuring that enough regulated care exists in their community. Providers should be included in all small business assistance programs offered by local government and trade organizations. These groups should be approached for start-up grants or loans.

In St. Paul, the City Rehabilitation Office offered loans to providers to help them replace windows to comply with new regulations. This money became available because providers complained about the costly renovations, and child care advocates convinced city officials of the negative economic impact that an even greater shortage of providers would have.

Chapter VI

TRAINING CLASSES

Providers who attend training classes often find them extremely worthwhile and want to attend more. The experience of learning with other providers can be a very positive one. Initially, however, many providers are wary of any training classes, workshops or support groups. Perhaps this is because providers feel they already have had enough parenting experience to know about caring for children. It may be that providers are often isolated from other adults and find it hard to reach out to seek help from their peers. Or it might be that provider training is associated with past school experiences that were not always pleasant. Whatever the reason, those who offer training must stress the positive benefits to providers and show how it can help them in their work.

Training is important because it can:

- Improve the quality of care given to children,
- Help providers educate parents about the developmental needs of their children,
- Assist providers in doing a more professional job
- Offer a setting where providers can get emotional support to stay in business.

A training program should be a part of any recruitment campaign. It should serve as an incentive to encourage new providers to get into the business or to take care of particular needs children. In addition, training classes can offer support for existing providers to help them cope with problems that might otherwise drive them out of the business.

Discounts on training class fees or special classes for new providers can be offered as an incentive. Your community's resource and referral agencies can give special recognition in the referral system to providers who take extra training. In St. Paul, we put a star (*) by those providers in our referral system who took ten hours or more of training above what was required by the regulatory rules. We simply told parents that these providers had taken extra training. This action did encourage a number of providers to take more training.

Training Curriculum

Offering training as a recruitment incentive won't be effective unless the training topic has something that providers perceive to be useful. Use provider surveys or ask regulatory workers to identify the kinds of training that is most needed. For new providers, we have found the following subject areas to be helpful:

- Infant CPR
- First Aid
- Health and Nutrition
- How to Communicate with Parents
- Business Record Keeping and Taxes
- How to Deal with Discipline and Behavior Problems
- Child Development
- Things to Do for Baby and You

For existing providers, these topics proved popular:

- Planning Activities for Multi-Age Groups
- Using Contracts with Parents
- Dealing with Provider Stress and Burnout
- Keeping Up with Current Literature on Child Development

Training Models

Provider training can be offered in a variety of ways other than the traditional class sponsored by a child care agency:

- Co-sponsor training classes with local organizations such as the Red Cross, YWCA, City or County Department of Health, County Nursing Service, Agricultural Extension Program, Association for the Education of Young Children, or other local child care organizations. This model can generate more credibility for your program, increase publicity opportunities, and encourage these groups to adapt their own training programs to better meet the needs of providers.
- Use local provider associations or networks to offer more informal classes in providers' homes in local neighborhoods. In St. Paul, the Ramsey County Family Day Care Association holds regular Starting Out Sessions (SOS) in providers' homes. These sessions cover: interviewing parents, collecting fees, record keeping, contracts with parents, and access to available community resources.
- Hold informational meetings with potential providers on what to expect from the regulatory system. Help providers understand the regulatory process so they won't get confused or discouraged. If your local regulatory system is not complex, discuss the market demand for child care and what parents are looking for when they choose a provider.
- Establish a program that trains providers on how to teach other providers. This can be a particularly effective way of encouraging existing providers who have been in the business for years to use their skills and experience in teaching new providers.
- Some providers either have a difficult time getting out of their home to attend classes or need intensive individual training. For these people, home-based training on a one-to-one basis may be a solution.

General Tips on Training

- Always charge a fee, even if it is small. A fee makes providers take the class more seriously and it raises the level of expectations about the quality of the training. It also contributes to establishing a more business-like attitude for providers.
- Use handouts in all training classes. They are effective learning

tools and providers can share them with parents.

- Advertise a class with a creative title such as "Make It, Take It" (on homemade toys) to attract providers. During the class, talk about child development in the context of how the toy is used. A class advertised as being on child development may not attract as many providers.
- Use all classes as opportunities to inform providers about local support resources. Draw them closer into your local child care system. Talk about the kind of care that is in greatest demand at the moment and encourage providers to consider meeting this demand.
- Do class evaluations at the end of each session to measure your trainer's effectiveness and to generate new ideas for future classes.
- Use all class sessions as social times to unite family day care providers as a professional group.
- Provide each class participant with a certificate showing that they have completed the training. Work with Vocational Education schools to get your classes certified, but give out certificates for every class, even if you design the certificate. Positive reinforcement is important.

Training Bibliography

There are many training guides available to help you set up programs in your area. Each training guide listed below includes:

- An outline of course content with corresponding print and audio-visual references
- Suggested classroom and individual activities to enhance learning
- Hand-out material ready for duplication
- Complete audio-visual, book and pamphlet bibliographies for instructors and participants

All About Child Care (Marilyn Segal, 1981)

Child Care Careers (Oklahoma State University)

Provides job-specific materials for in-service training of caregivers.

Family Day Care Education Series (University of North Carolina and Toys 'n Things Press, 1985)

A three part series: An Independent Study Course; Resource Manual for Instructors; and Information Packets on learning activities for children, handouts for parents and a user's guide.

Health, Safety, and First Aid (Toys 'n Things Press, 1980)

Emergency first aid procedures, accident prevention, children's illnesses and health practices.

Helping Young Children Cope with Crisis (Toys 'n Things Press, 1985)

How trainers can develop caregivers' understanding of children's normal reactions to crisis.

Home-Based Training Resource Handbook (Toys 'n Things Press, 1985)

An Instructor's guide to home-based or group training for caregivers.

Home Centered Care (Rhonda Garcia)

Numerous drawings and photographs illustrate the new ideas, projects and creative ways to start up and arrange home environments. Particularly useful for providers with low reading skills.

Infant Caregiving (Alice Konig and J. Ronald Lally, 1984)

Includes caregiver behavior assessment checklists, a Piagetian task checklist and comprehensive bibliography.

Infant/Toddler Growth and Development (Toys 'n Things Press, 1979)

Guide to normal development, appropriate toys and activities and physically and emotionally safe environments.

Inviting Spaces (Filmstrip, Toys 'n Things Press, 1980)

Make Room For Children (Filmstrip, Toys 'n Things Press, 1981)

New Faces, New Spaces: Helping Children Cope with Change (Toys 'n Things Press, 1984)

Covers separation, working parents, starting school, moving, serious illness and hospitalization, remarriage and new baby.

So This is Normal? (Toys 'n Things Press, 1985)

Self-Esteem: A Family Affair - Leader's Guide (Jean Illsley Clark, 1984)

Based on transactional analysis. Illustrative stories, reading, worksheets.

Toys That Teach (Filmstrip, Toys 'n Things Press)

Without Spanking or Spoiling: Leader's Guide (Elizabeth Crary, 1980)

Lesson plans based upon several major child rearing philosophies to help meet varied needs of parents and caregivers.

Many of these and other training materials are available from Toys 'n Things Press, 906 North Dale Street, St. Paul, MN 55103 (612)488-7284. Ask for a catalog of their materials.

Chater VII

BUILDING LONG TERM SUPPORT FOR RECRUITMENT

The problem of an inadequate supply of child care is not going to be solved by a one-time recruitment campaign. Recruitment should be viewed as an ongoing process that will require a long term effort. It is extremely important to build strong relationships with community groups that can lend support and resources to future recruitment efforts. This is particularly true for the two groups that have the strongest interest in new providers: regulatory departments and provider associations.

Regulatory Departments

There are five major ways in which regulatory departments can help with recruitment:

- By making the process of getting regulated as efficient as possible.
- By distributing recruitment materials and talking to new and existing providers about the child care shortage and encouraging them to care for particular needs children.
- By keeping regular statistics on applications received, new providers regulated, providers dropped from regulation, etc.
- By responding to requests from the media to help publicize the child care shortage.
- By lobbying for enough staff support from state or local government to do the above recruiting tasks. They can reach out to child care support agencies and provider associations for help with this lobbying.

Not all regulatory departments may be willing to do every one of these tasks. It is worth the time, however, to sit down and talk with the regulatory staff about the importance of recruitment. Regulatory workers

are in daily contact with providers and they have influence in convincing new and existing providers to care for particular needs children. A supportive regulatory department will make a tremendous difference in recruiting. Changes which simplified the process of becoming regulated were the most effective recruitment strategy during an earlier St. Paul recruitment campaign in 1979. Moving orientation meetings to an evening schedule when potential providers could more easily attend was also an important decision by the regulatory department in response to the supply crisis.

There are some issues for regulatory departments working on a recruitment campaign that need special attention. Successful recruiting creates more work for regulatory workers. Many regulatory staff are already overworked, and a recruitment campaign may not be looked upon with any enthusiasm. As recruiters, you need to understand the consequences of your campaign on the regulatory staff. The first priority of the regulatory department is probably to serve the existing providers. Therefore, you should try to get the cooperation of regulatory staff by stressing how a recruitment campaign can reduce high provider turnover and increase supportive services for new providers through incentives. Regulatory workers want to be seen as supporters of providers. Incentive programs that help providers better care for children will be appreciated by workers and will help soften their image as regulators. In St. Paul, the regulatory workers actively promoted our incentive program by distributing coupons for equipment loans and training classes to new providers. Recruitment efforts should always address goals that regulators can share: reducing turnover by offering incentives to improve the quality of care being provided and to encourage a positive attitude toward child care as a profession.

Sometimes the regulatory department may understand how a recruitment campaign can help existing providers and reduce turnover, but it may just not have enough staff to cope with a rise in regulation applications.

This happened in St. Paul, when our campaign flooded an already overloaded staff. For a time, no new applications were being accepted. Realizing how critical this was, we switched our recruitment strategy somewhat to concentrate on helping the regulatory department get more staff. We obviously had a strong self interest in this. Fortunately, our lobbying, with the cooperation of the regulatory department, was successful. The strong connection between regulators and child care advocates should be actively cultivated for the benefit of each group.

Provider Associations

As we have already seen, provider associations can offer valuable assistance to a recruitment campaign by helping to plan and conduct provider surveys. In addition, they should be asked to:

- Help set campaign goals and strategies
- Review promotional materials for their appropriateness
- Distribute promotional materials to parents, neighbors, friends, unregulated providers, etc.
- Help design and manage an incentive program
- Conduct open houses for prospective providers.

We found that providers are generally very interested in the success of a recruitment campaign despite the potential issue of increased competition for their services. Provider associations can use the campaign to recruit new members and strengthen their own organization. Potential providers often talk to existing providers before deciding to apply to become regulated. Recruiters should have already met with existing providers, explained why the goals of the campaign are so important, and handed out copies of the literature being used in the campaign. Recruiters should also pass on to existing providers any information they have on the supply/demand data for the providers' neighborhood. Existing providers make good recruiters because potential providers ask them for advice and they can speak from experience about the positive aspects of being a child care provider.

Chapter VIII

DEVELOPING AND DISTRIBUTING PROMOTIONAL MATERIALS

Promotional materials for a recruitment campaign should be directed at two audiences: people who are prospective providers and people who know prospective providers. Most promotional flyers, brochures, mailings, etc., will pass through someone else's hands before they reach a prospective provider. Your recruitment campaign should therefore appeal to many parts of society, not just the provider community. People will respond to an unmet need in the community if there is a general public awareness of the problem. The job of recruiters is to bring the issue of a child care shortage before the broader public.

The recruitment message should be concise and remain consistent. Prepare no more than a one page summary of your message that includes the following points:

- a statement about the urgent need for more regulated providers
- a listing of the benefits available to regulated providers
- a phone number for further information

Select key concepts and phrases from this summary and use them in all your promotional materials. Your audience should receive the same message from every recruitment effort, whether it's a public service announcement, a flyer, or a poster. News reporters are more likely to cover a story with a simple message than one that is complicated. When people hear the same message from several sources, the message takes on greater importance and legitimacy. (See Appendix for sample brochures, flyers, posters, etc.)

Two Special Notes

1) It is sometimes also important to know what not to say in your materials. It is not a good idea to say much about the regulatory process except the requirements about who must be regulated. Regulatory rules can be hard to understand and sometimes controversial. Focus on the benefits of being regulated and tell people where they can get more information about regulation. Your goal is to increase the supply of care, not to talk about building codes, fire codes and health regulations. An educational campaign that goes into great detail about codes and regulations should not be a part of a recruitment campaign unless the campaign is also attempting to make these regulations easier to live with.

2) If you are trying to get existing providers to take, for example, more infants, your message can go into greater detail. Providers may be aware of some of the problems of caring for particular needs children. Your materials may have to include more information that recognizes these problems (dirty diapers, extra equipment) and offers quotes from providers who have overcome them, such as:
   - "Parents of infants seem to be more appreciative of what I do. I really feel like I'm doing an important job."
   - "I find the gentle nurturing the infant requires is theraputic for me. It helps provide a balance for working with the active preschooler."

   (See Appendix for a sample flyer.)

Benefits

Presenting the benefits of becoming a regulated provider cannot be overemphasized. Such benefits may include but are not limited to:

- Eligibility for the U.S.D.A. Child Care Food Program
- Referrals from the local resource and referral agency
- Technical assistance from regulatory staff (if available in your area)

- Tax deductions for business use of the home
- Access to professional child care associations
- Participation in financial and/or resource-equipment incentive programs
- Access to other community resources: toy lending library, training, etc.
- Ability to earn an income at home, being at home with your children, and being your own boss
- Regulated providers usually make more money than unregulated providers
- Greater likelihood of obtaining liability insurance.

Another less tangible benefit is the perception that regulated care is of a higher quality than unregulated care. Although regulated care and high quality care are by no means synonymous, many people view regulated care as a basic indicator of quality care. The increasing opportunities for professional development of regulated providers is an inducement to become regulated.

Quality of Materials

Professionally designed and printed promotional materials are a good investment. Literature left at community agencies or work offices has to grab the attention of people passing through. Something that is typeset, poster-size, includes a photo, and is printed on glossy or colored paper will be noticed and read more often than a stack of white 8 1/2" X 11" flyers. The best eye-catcher is a photo of a baby.

Materials with a professional look also make a difference when dealing with business and media. Corporate and media people are used to seeing and handling high-quality printed materials. An attractive brochure is more likely to be passed on than a mimeographed leaflet. When including literature in a mailing where more than one piece of information is being sent, it is a good idea to print the recruitment piece on bright colored paper so it stands out.

Many different kinds of recruiting materials can be prepared for the campaign, including:

Brochure
Poster
Billboard
Flyer
Handout
Advertisement
Public Service Announcement
Press release
Sample article for community newsletters

Techniques for Distribution

Once your recruitment materials are developed, you need to consider how to distribute them. Four primary strategies are:

- distributing materials through contacts of your organization
- placing/posting materials in public places
- asking community organizations, institutions, employers and schools to distribute your materials
- holding informational meetings

Your overall goal is to get as many other people and organizations as you can to distribute the materials for you. This saves you time and money, spreads your message faster, and brings in more help for other recruitment tasks. Each of the four primary strategies is briefly summarized below. Remember, your personal enthusiasm and your ability to communicate the importance of your recruitment campaign are key to the successful distribution of your materials.

Strategy One: Distribute materials through contacts of your organization .

The first place to start distributing materials is through the contacts

of your own organization. Send out flyers to all parents and providers that use your services. Put articles about your campaign in your newsletters. Talk about recruitment at all training classes and workshops you offer for parents and providers. Recruitment flyers should be included in your outgoing office mail when appropriate.

You will also want to distribute materials through organizations with whom you have a close working relationship. Many of these will have a direct stake in increasing the supply of child care. They include but are not limited to:

- Regulatory Agencies
- Child Care Food Programs (flyers with monthly checks)
- Provider Associations
- Parent Groups
- Organizations providing training to parents or providers
- Day Care Centers
- United Way community referral service
- Child care subsidy programs

Strategy Two: Place/post materials in public places .

The next group of distribution points are public places such as grocery and convenience stores, libraries, laundromats, small shops and informational bulletin boards in shopping malls. Spend a few days driving around your community with posters, flyers, tape and thumb tacks. Stop at high traffic areas and ask permission to post your materials.

Generally, it's not worth your effort to call small shops ahead of time and explain your campaign. Neither is it wise to mail the information and ask them to post it. A neighborhood shop is more likely to respond to your personal request for poster space if you can explain the impact of recruitment in that neighborhood. This is a time when having good supply/demand data at your fingertips is helpful. A poster with

tear-off tags on the bottom with phone numbers will give people the opportunity to take a reminder with them.

Strategy Three: Ask community organizations, institutions, employers and schools to distribute your materials .

The final group of places to contact is schools, employers, and community organizations and institutions. Make your contacts early in the campaign because convincing people from these organizations to help is the most time consuming. However, the time and effort is well worth it, considering the large number of people that can be reached with their cooperation. A personal contact needs to be made. A bulk mailing sent without preparation will have little success.

The basic procedure to follow in contacting these organizations is:

1) Contact them by phone. Talk to someone with authority to help you.
2) Explain the recruitment campaign goal. You should be able to communicate your message in three minutes.
3) Discuss ways in which a provider shortage might be affecting their organization.
4) Describe your recruitment materials and ask if they would be willing to post or distribute them.
5) Discuss specific ways that your materials might be distributed such as newsletters, publications, bulletin boards, meetings, etc.
6) Send the appropriate information with a letter of thanks.
7) Make a follow-up call several weeks later. Find out if they've received everything, do they have any questions, or need additional materials, and have they received any feedback on the materials.

Some of these groups require special consideration. These are briefly summarized as follows:

Community Organizations and Institutions

Community organizations and institutions should be easy to convince to participate in your efforts. Their clients are often good candidates for providers. Your message will usually be passed by word of mouth. Use a directory of social service agencies to identify groups with whom you may not be familiar. Not all agencies are appropriate; an agency offering natural childbirth classes is a good contact but one dealing with families and child abuse is not. Some examples of community organizations and institutions which are most likely to be responsive include:

- religious organizations
- women's groups
- pediatricians
- health clinics
- county and state agencies
- hospitals

Schools

In contacting schools, recruiters are trying to get information to the parents of the children. Elementary schools are the best, unless you are trying to recruit providers for older school-agers. You can get a list of elementary schools by calling school district headquarters or by looking in the phone book for each school. Talk to the principal, unless the principal's assistant or secretary has the authority to decide if the school will participate in the recruitment campaign. You should be able to make a convincing case for the school's participation by pointing out the common interest in quality care for young children.

The schools can put recruitment articles (which you have prepared) in their newsletters, place posters in the main office and conference

rooms, and hand out brochures at PTA meetings. If they agree to a certain activity, pin them down to a certain date and follow-up to see that it is done. A special note: principals are busiest at the beginning and end of the day. Call them in late morning or early afternoon.

Employers

If your resources are limited, concentrate on the largest employers in your community. Use any contacts you already have in businesses. Approach the Chamber of Commerce, personnel associations, other business trade organizations, and editors of business trade publications. Use the general approach outlined above. If you don't have a personal contact, call the personnel director or employee assistance program director.

The argument to be made to businesses is that the availability of child care has a direct impact on the productivity of their work force. Parents without child care can't work. Workers who have difficulty in finding child care are distracted from work. With enough infant care, employees can return to work quicker.

The goal of getting business cooperation is obviously not to convince employees to quit their jobs and become child care providers, rather, to get them informed about the supply problem and pass on this information to spouses and friends. Businesses can post flyers and posters, include articles (which you have written) in their company or union newsletter, send a mailing to employees at their home, and hold regulatory procedure orientation meetings in their building.

If you are able to get the cooperation of one business, conduct all your recruitment activities with them, and then measure the results. Use this information and experience to sell other businesses on the idea.

Strategy Four: Hold Informational Meetings

Another strategy to distribute recruitment materials is at a specially called informational meeting. The purpose of this kind of meeting is to draw together potential providers, explain the campaign, and the regulatory procedure. It is a way of talking to people at length and answering the many questions and doubts that potential providers may have. Informational meetings are good if you are sure you can round up enough people to attend. A major recruitment effort with media coverage will make this easier. The danger is that such meetings can take a lot of time to organize and may produce little to show for the effort. An earlier recruitment campaign in St. Paul that organized meetings in neighborhood locations was unsuccessful in attracting people.

Keeping Track of Your Distribution Efforts

It is useful to keep detailed records of which places you have contacted. These records help avoid duplication of effort and provide helpful follow-up information. They can also be used in evaluating the various recruitment strategies.

Don't measure the results of a particular flyer or agency contact by itself. Successful recruiting comes from the combination of your efforts. It may take three or four exposures to recruitment materials before a person will contact the regulatory department. Here is a sample form to use in keeping track of contacts:

Place	Contact Person	Date	# Materials Sent		Activities Agreed to:		Call Back	Date	Response
			Posters	Brochures	Newsletter	Meeting			

Chapter IX

WORKING WITH THE MEDIA

The child care supply crisis is a natural news story that should receive major media attention as a result of your recruitment campaign. The contacts you make with the media are extremely important because of their tremendous access to the public. It is worth the time to develop a list of the media contacts for your area. The list should include: media organization, name of the contact person, title of contact person, phone number, mailing address, and publication deadline. In some areas, a media guide is published that contains this information. Contact your public library, a major bookstore, or public relations firm to see if such a guide is available. If not, call each local media organization and ask for the name of the appropriate person.

Approach media contacts in order of priority beginning with major regional media and following with more local coverage:

- Television stations
- Radio stations
- Major newspapers
- Neighborhood newspapers

Because neighborhood papers often follow the lead of major media coverage, it's better to contact the major media first. Suggest local angles to neighborhood papers, such as interviews with local parents and providers. Very small papers do not have a large staff of reporters so it can be useful for you to send them a short article they can run. Contact local public affairs programs and talk shows on radio and television with the idea of a program on the supply crisis.

Send a public service annoucement (PSA) to television and radio stations and press releases to newspapers that announce the start of your campaign. These can be mailed out cold without calling in advance. There are very specific formats that should be followed for public service announcements and press releases. Make sure you follow these rules. (See Appendix for examples.)

Public Service Announcement Format

1) Logo, letterhead or return address at the top.
2) Name and phone number of person to contact for further information.
3) State when it should be used and for how long.
4) Heading in all capital letters should read PUBLIC SERVICE ANNOUNCEMENT.
5) Length of PSA in seconds.
6) The copy should be typed with all capital letters and double spaced, with wide margins on the left.
7) To indicate the end of your announcement type " # # # " at the bottom.

Helpful hints for writing a PSA:

- Keep it short (10-30 seconds).
- The first line should grasp people's attention (a rhetorical question is often effective).
- The PSA should answer who, what, why, when, and where questions.
- It's a good idea to include a color slide or photograph with PSAs being sent out to TV stations.

Press Release Format

1) Logo, letterhead, or return address at top.
2) Date sent.
3) Release sent.
4) Name and phone number of contact person.
5) Concise headline.

6) Indent paragraphs five spaces.
7) Double space.
8) Leave 1 1/3 inch margins.
9) A release of more than one page should have a shortened heading at the top of each additional page.
10) Releases running more than a page should read "more" at the bottom of each page.
11) The end of the release should be marked with " # # # ".

Helpful hints for writing a press release:

- Try to keep the length to one page; never use more than two pages.
- The lead paragraph (first paragraph) is the most important part of the release. It should answer the following questions: who, what, why, when, and where.
- Editors generally edit from the bottom up.
- Information should be concise and accurate.
- Proofread the copy carefully.

Follow-up your PSA or press release with a phone call to the person you sent it to within two days. Ask if it will be used or if they need further information. Suggest that they do a story on your campaign. Give them hard numbers about the supply/demand problem. Provide ideas on how the story should be covered:

- Suggest interviews with a parent who can talk about having a difficult time finding a provider, a regulatory department official who can talk about the supply problem and the advantages of becoming regulated, and a new provider who can talk about why s/he became regulated. Give the reporter names and phone numbers of these people.
- Cover the concerns of child care providers as small businesses. How do existing regulations, the insurance crisis, low pay, etc., affect what kind of people enter and leave the field? What impact does this have on the quality of care our children receive?

- Cover the economic angle of how a shortage of child care has had an economic impact on your community. Interview people who can't work because of the shortage. Interview employers about how the problems of child care interfere with productivity.

If you don't already have contacts with news reporters, put in whatever time it takes to get to know them. Tell them why you have a newsworthy story. Your job is to shape the story, not write it. Be persistent but considerate of the reporters' deadlines. Suggest ideas of what would make a good photograph. Establish yourself as a resource that can be relied upon for further information and statistics. If a story does appear, follow-up with a call or a letter to the reporter thanking them for their work. It may take a while before you see a story in print, so don't give up. We began working with a reporter from the St. Paul Dispatch and Pioneer Press in October, 1984. It wasn't until March, 1985, that she wrote a feature story about our campaign, but it was worth the wait. The story produced a significant number of inquiries to the regulatory department.

Paid Advertisements

Paid advertisements are usually not a good recruitment strategy to use unless you have a large budget. The amount of information you can put into an ad is so limited that it is very difficult to communicate your campaign effectively. A general rule is that an ad in a large newspaper is less likely to produce results than an ad in a neighborhood newspaper. Placing ads may have some success in areas where little has been done before on recruitment and may help to create interest in neighborhoods where the demand is greatest. If you are going to place an ad, ask providers for the names of local newspapers, magazines and other publications that they read. Use this as a guide to where you run an ad.

Some magazines have a policy about running free or discounted ads for

nonprofit organizations. Be sure to ask for this if you are a non-profit agency.

Our St. Paul campaign ran several paid advertisements in a local newspaper and a weekly entertainment paper with little result. Running an ad in the employment section of the classified ads in an earlier campaign produced lots of inquiry calls, but no increase in regulated providers.

Chapter X

RECRUITMENT AS AN ONGOING CAMPAIGN

Your recruitment campaign should have definite starting and ending dates. This gives you the opportunity to announce your results and measure what success has been achieved. Recruitment takes time before results can be seen. Remember that the regulatory process can be lengthy. The timing of a recruitment campaign should also be considered. When is the best time for a provider to begin business? In St. Paul, it was determined that August and September is when demand is highest.

The need for recruitment is such a major issue it is unlikely a one-time campaign will solve the problem for your community. Recruitment activities should continue even if at a much reduced pace. The most important activities to keep up are:

- Collecting supply/demand data.
- Working with the regulatory department to see that they continue fulfilling their recruitment role (see Chapter VII)
- Working with provider associations to see that they continue to emphasize the need for recruitment to existing and potential providers
- Distributing materials through your own organizational contacts
- Maintaining your media contacts with information about the latest report on the child care supply

It will be hard for your organization to sustain a well publicized recruitment campaign for much longer than a year. If you have done your work in reaching out to community organizations, you should be building up contacts that can help you when the campaign is over. There are others in the community who should also take responsibility for the child care

supply crisis. If you do only one thing after your campaign is over, you should convince some other organization to do, or at least to participate in, the next campaign. You don't always need to take it upon yourself to be the lead organizer for recruitment work. The problem is so large that it is beyond the capabilities of most child care advocates.

Looking at Results

It will take some time, probably 3-4 months, before you begin to see the results of your recruitment efforts. The length of the regulatory process in your community will largely determine how long it will take before you will see an increase in the number of newly regulated providers. The results will come in slowly, after your initial publicity flurry has had time to reach potential providers. If your campaign advertises a telephone number that potential providers should call, begin counting how many calls are received once the campaign starts. This will be the first measure of the effectiveness of your recruiting strategies. If you don't see an increase in telephone inquiries after two months, reevaluate your strategies.

Recruiters also need to be aware of the attrition rate between the first inquiry telephone call and when a provider becomes regulated. It is important to encourage those who have begun the regulatory process to continue until the end. The more support you can give to these potential providers, the more likely you will be able to raise the percentage of those who become regulated.

Your recruitment campaign will most likely continue to produce results after it has officially ended. Providers still in the regulatory process will get regulated after the campaign is over. Telephone inquiries in the last few months of the campaign may produce results later on. Therefore, it makes sense to collect data on your results 2-3 months after you've stopped recruiting to measure the real effect of your efforts.

Limitations of Recruitment

The recruitment strategies outlined in this handbook should increase the supply of regulated providers in your area. However, recruitment campaigns are limited in what they can do to solve the supply shortage. The following comments are made based upon on our experience in St. Paul and are made to stimulate general discussion on this subject:

1) The dramatic changes in the workforce and family demographics are drying up the pool from which child care providers have traditionally been drawn. We may soon be approaching a time when this pool becomes too small to generate enough providers to meet the demand. If this comes about, simple appeals to potential providers will not be successful.

2) If the supply crisis worsens, different solutions are likely to emerge, such as an increasing role for child care in the public schools and a greater percentage of preschoolers enrolled in large day care centers which can respond faster to demand than can family day care providers. Child care advocates need to position themselves to respond to these possibilities with the goal of seeing that children in all settings get the best possible care.

3) The regulatory system may come under increased attack, as more people see regulations as barriers to the creation of additional child care supply. This may take the form of an increase in the number of unregulated providers who decide to ignore the law, or it may mean a more direct challenge to the role of regulating. Again, child care advocates need to be alert to protect regulatory rules that benefit children and support proposals that strengthen the ability of regulators to do their job.

4) Even if the regulatory system remains strong, parents will continue to use unregulated care in large numbers. Recruiters cannot

completely ignore this fact. Although the short term goals may be to support regulated providers, some attention should be paid to the providers, parents and children who are outside the formal system. We should be concerned about the quality of child care in all settings. New proposals should be directed at bringing some of the skills and services we possess to this population.

5) The new provider today is more interested in financial rewards than experienced providers. This could mean that the new provider will be more influenced by changing economic conditions. Thus, if conditions worsen, (insurance premiums rise, regulations get stiffer, etc.) the newer provider may be more likely to go out of business. Child care advocates may have to pay more attention to the business-related concerns of providers. This includes offering classes in tax preparation, record keeping, fee collection and parent/provider contracts. It also means developing new contacts with organizations such as the Small Business Administration, Chamber of Commerce and other business trade organizations that can provide technical assistance in how to operate a successful business.

Chapter XI

RECRUITMENT IN ACTION - THE ST. PAUL PROJECT

During 1984-85, Resources for Child Caring, Inc. (RCC) in St. Paul, Minnesota, initiated a major child care recruitment effort. The project was funded by a special grant from the F. R. Bigelow Foundation.

Goals

Calls to the Ramsey County Resource and Referral Service, a service of Resources for Child Caring, were showing an alarming increase in the need for good quality child care, particularly for children 2 1/2 years old and younger. The need for infant care alone outnumbered the available slots by 4 to 1. As a response, data was collected and our campaign goals were established:

- Recruit 100 net new providers
- Increase the number of net infant slots by 250.

Surveys and Incentives

In an effort to determine how best to recruit new infant providers, focus group meetings were held and telephone surveys were conducted. As mentioned in Chapter IV, regulated providers often did the survey interviews. The first survey was conducted in July, 1984, before the recruitment campaign began. We interviewed 100 providers out of 1200, chosen at random. We didn't have the time or money to design a scientific sample, but just wanted to get a fair idea of what providers were thinking and doing.

Key findings:

- Providers who were caring for infants had more older children than providers who did not care for infants. We believed that this was true because many parents had both an infant and an older child who needed care and enrolled both children with providers who took infants. Thus, we mentioned in our recruitment publicity that one advantage of caring for infants was increasing the total number of children in care due to enrollment of older siblings.

- New providers charged more for infants than existing providers. We believe this showed that new providers were more in touch with market demand and more interested in financial rewards. In our recruitment campaign, we began to stress the financial benefits of caring for infants.

- Providers care for infants primarily because they love babies and they like the fact that they influence the infant's development. We featured pictures of babies in our promotional materials.

- Caring for infants has drawbacks. They tie down the provider and it is hard to schedule activities for older children. In response to these findings, our local Family Day Care Association began a provider substitute program.

- The proper equipment and toys rated highest among the things that make infant care easier. By far, the most recommended piece of equipment was a porta crib; next were a high chair, swing, walker, and stroller. Thus, we established an infant equipment loan program with many cribs.

- The most recommended training classes were infant CPR, first aid, and nutrition. Our training department made these classes available to providers.

- The greatest incentive to become regulated was the ability to make more money. This was beyond the scope of our campaign, but we did cite this in our interviews with the media as a major reason for the shortage of care. There is little recruiters can do to increase any provider's income. However, by encouraging professionalism through associations, training, and education, providers can gain the right to charge more for their services.

Our phone survey told us that providers wanted equipment and toys to make it easier to care for infants. The regulatory workers told us that providers needed more training in preparation for taking infants. In response, we developed the following incentives:

- free loan of one piece of infant equipment for six months
- free loan of two infant toys for six months
- fifty percent discount on infant growth and development classes when providers registered for 10 or more class hours

To qualify for support, providers must have been in the process of registering an infant in their home. The offer was good for a limited time and was available only to regulated providers. Equipment and training coupons (see Appendix) were distributed by the regulatory department to newly licensed providers at the time of final licensing. Timing was essential for the equipment incentive to be effective. Although the incentives offered didn't make much difference in convincing a provider to apply for a license, it was extremely valuable in influencing providers to care for infants when they first started. New providers generally do not have much money, and infant equipment can be expensive. Without the free loan program, many would have only taken older children.

According to our survey, providers felt that cribs would be the most useful piece of equipment to have. We purchased porta-cribs for about $60 each. In addition, we also purchased some infant swings, walkers, tandem

strollers, and small toys. The cribs were by far the most requested item. Sixty providers used about $4,000 worth of equipment in one year.

As an additional incentive, we offered a 10 hour class, held on five evenings dealing with "The Specialness of Infant Care in the Family Day Care Home." It dealt with the special development, health and safety issues of caring for infants. Also, it taught how to lessen parents' anxieties about leaving their infants and how the provider can take care of herself in this demanding job. The class was highly successful. The class brochure description can be found in the Appendix.

An additional benefit was developed near the end of the campaign when the local family day care association responded to the serious problem of provider isolation and stress by forming a provider substitute program. They placed ads in local newspapers looking for substitutes who were interested in providing care on a casual basis for members of the Ramsey County Family Day Care Associaton. Respondents were added to a list that was made available to providers for a small fee. The provider could then choose to hire a substitute from the list. The association did only minor screening of the substitutes, leaving this up to the providers.

Publicity

Publicity for the recruitment project was conducted through many techniques. Highly visible billboards featuring our "Love For A Living" slogan were placed in five prominent locations around the city. Hundreds of posters, brochures, and flyers were printed and distributed by schools, community agencies and organizations, and employers. RCC conducted major mailings to parents, licensed providers, and others involved in the agency through the Child Care Sliding Fee Program, Child Care Food Progam, training classes, and Resource and Referral Service.

A major effort was made by the 3M Company, a prominent employer in the county, through a mailing to 11,000 of their employees. One hundred forty friends and relatives of 3M employees responded with expressions of

interest. Many attended informational meetings held at the 3M headquarters, and at least six became regulated during the time of the campaign. Others may have done so afterward. Although these numbers seem small, we felt the publicity generated helped to raise the level of community awareness of the problem. Mailings connected with this part of the campaign are found in the Appendix.

In addition, media efforts were made in both major newspapers and small local neighborhood papers. The Appendix contains examples of news articles, as well as sample Public Service Announcements.

Campaign Results

In St. Paul, there were 1,104 telephone inquiries and 346 newly regulated providers in one year, a 31% ratio of new providers to telephone calls. Overall, there was a 33% increase in the number of new providers compared to the previous year. Thirty-nine percent of these became regulated in the final four months of the year-long campaign.

For the first time in three years there was an increase in the number of regulated child care slots for infants in Ramsey County.

Follow-Up

In August, 1985, after our recruitment campaign was completed, we conducted a second phone survey. We interviewed 168 of the 346 providers who became regulated during the time span of the campaign.

Key Findings

- The majority of providers became regulated for two reasons: to earn a living at home (56%) and they like children (23%).

- Providers heard about our campaign from three primary sources: Newspaper articles (11.5%), direct contact with the recruitment

headquarters, Resources for Child Caring (10.4%), and regulatory department (9.5%). Other sources frequently mentioned were friend (4.6%), resource and referral service (4.0%), radio/TV (3.7%), and the recruitment brochure (3.2%). Posters, school newsletters, employer mailings, WIC (Women, Infants and Children), billboards, churches, and other sources were also mentioned. This indicates that your recruitment publicity materials should be varied and distributed through many vehicles. Media coverage is essential for success.

- Over one in five providers expected to be in business two years or less. An equal number anticipated three to five years. Turnover is a serious problem. Ramsey County experienced a 25% turnover in regulated providers the previous year, which also demonstrates the continuing need for recruitment. Most providers who expect to go out of business plan to do so when their children are old enough to go to school.

- Over 60% of the providers cared for children other than their own before becoming regulated. We targeted this population heavily in recruiting.

- Over one-third were caring for children illegally under Minnesota law before they became regulated. Our campaign stressed the financial benefits of regulation to these people: Child Care Food Program, tax deductions, etc. These findings reveal that an increase in regulated providers does not necessarily mean that each new provider represents additional child care spaces being available in the community.

- Providers felt the most difficult parts of being a regulated day care were: long hours/late parents (34%), tired, crabby children (21%), dealing with parents (20%), and a lack of benefits (13%). In response, we have since introduced new classes on parent/provider communication and contracts.

- <u>The average fee charged by new providers for infants and older children was 14% above the county average.</u> The fact that new providers can successfully charge higher prices means that supply is tight and financial opportunities exist for new providers.

- <u>Nine out of ten providers were employed outside the home before becoming regulated.</u> Eight-one percent of those previously employed had been so for 3 years or more. We suspect that these numbers are much higher than for existing providers. It may indicate that these new providers will return to other employment more easily, thus creating a more serious child care shortage in the future.

We were able to compare some of our survey questions with a mail survey of 152 providers by another child care organization in our county in 1980. The results show:

- 5% of the providers in 1985 were between 22 and 29 years old versus 22% of the providers in 1980.
- 74% of the providers in 1985 had lived at their current address less than 5 years compared to 43% of the 1980 providers.
- In 1985, the top two reasons why providers decided to become regulated were "to earn an income" (53%), and "like children" (22%). In 1980, the top two were "enjoy children" (26%) and "earn money" (25%).

Clearly, we should take these changes into account when planning a future recruitment campaign. Potential providers of today tend to be younger and more interested in financial rewards of the business. Future recruitment efforts should appeal to this audience.

A SUMMARY OF THE 1984-85 CAMPAIGN TO RECRUIT LICENSED PROVIDERS TO CARE FOR INFANTS IN RAMSEY COUNTY, ST. PAUL

Demographic Data

Square miles in Ramsey County		170
Ramsey County Population (1984)		468,000
Number of children 0-5 (1980)		37,831
Number of children 0-5 in licensed family day care homes (1984)		5,218
Number of children receiving referrals through the Ramsey County/Resources for Child Caring Reverall Service (1984)		5,880
Ages of children receiving referrals		
Infants	38%	
Toddlers	17%	
Preschoolers	31%	
School-age	14%	
Number of licensing workers		5.8
Caseload of licensed family day care homes for each licensed worker		221

Campaign Goals

Recruit 100 net new providers

Increase the number of net infant slots by 250

Campaign Results

Year	Inquiries About Licensing	Orientation Meeting Attendance	Applications Turned In	Newly Licensed	Infant Slots	Homes Closed	Net Increase In New Homes	Net Increase In New Infant Slots	Average Number of Infant Slots Per New Home	TOTAL NUMBER OF LICENSED HOMES
9/83-8/84	783	448	386	260	?	?			.73	1164
9/84-8/85	1104	819	607	346	442	224	122	156*	1.28	1286
Increase During Grant Year	41%	68%	57%	33%						

*Data unavailable on increased number of infants cared for by existing providers.

Campaign Budget

Expenses	Amount
Salaries (50% coordinator, 25% secretary)	$ 13,029.07
Benefits	2,233.77
Supplies, Telephone, Postage	561.40
Printing (800 posters, 3,000 brochures, 5 billboards)	1,412.25
Staff Travel	363.88
Infant Equipment & Toys (served 60 providers)	3,990.43
Paid Advertising	443.20
TOTAL EXPENSES	$ 22,024.00

Major Mailings

200 Child Care Sliding Fee Program clients
850 Child Care Food Program clients
2,800 Training Class mailing list
3,500 Child Care Resource and Referral mailing list
11,000 3M employees

Over 60 community agencies and organizations, 53 elementary schools, and 26 employers were contacted by phone and sent our printed recruitment brochure with the photo of the baby on the cover. The recruitment materials distributed in the above mailings consisted of flyers and handouts.

APPENDIX

RECRUITMENT CAMPAIGN

Posters

Hug this ad.
Better Yet . . .
You Can Hug, Love, and Care for Real Babies as a Career . . .
Become a Licensed Ramsey County Family Day Care Provider.
For More Information On This Attractive Career Option That Can Be Pursued From Your Home Call us at:
298-4788
We'll Help You Love For a Living

15" x 23"

10" x 15"

BEST COPY AVAILABLE

RECRUITMENT CAMPAIGN

Brochure

CAN YOU RESIST A SMILE LIKE THIS?

JAIME HOPES NOT... BECAUSE SHE'S LOOKING FOR TENDER LOVING DAY CARE AND...

...U MIGHT BE JUST THE RIGHT CAREGIVER FOR HER.

...FIND OUT HOW YOU CAN BECOME A ...NSED FAMILY DAY CARE PROVIDER. WHO ...I LOVE JAIME, ADAM, AND OTHER INFANTS ...ESPERATE NEED OF DAY CARE.

CALL: RAMSEY COUNTY FAMILY DAY CARE LICENSING AT 298-4788

• WHAT IS A CHILD CARE PROVIDER?

Child care providers are very special people. They are licensed caregivers, people who take care of infants and small children of working parents. RIGHT NOW, RAMSEY COUNTY HAS A PARTICULARLY GREAT NEED FOR PEOPLE TO CARE FOR INFANTS. It is one of the most satisfying, rewarding jobs for people who enjoy working with the young. And we're always looking for extraordinary people who can love a young

• WHAT BENEFITS DOES A LICENSED CAREGIVER GET?

There are a lot of good things about being a licensed family child care provider. First of all, you're your own boss. Many of your business costs are tax deductible. You can take advantage of many low-interest, self-help loan programs that are available to licensed providers. You can also participate in a food program that helps pay for nutritious meals and provides valuable support services.

Being a child care provider is one of the few jobs where you get to be at home while taking care of your own kids. And, I can tell you from the satisfaction of having your own home be a warm, caring place for caregivers and all the children in your care is one of the most rewarding things you'll ever do.

• DO I NEED SPECIAL EQUIPMENT IN MY HOME?

Basically, a licensed caregiver is expected to provide an environment that is safe and healthy. That includes adequate space, as well as toys and games that promote well-balanced meals and snacks.

• HOW DO I KNOW IF I QUALIFY?

Of course, you'll need to be in good health. You must be over 18 years of age. You must be in good physical and emotional health. And, you must have a good understanding of the developmental needs of young children.

But, the most important thing you can have is a genuine affection for infants and small children.

Billboard

BEST COPY AVAILABLE

RECRUITMENT CAMPAIGN

Main Flyer

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

Strengthening families by improving the care of young children

CARING FOR INFANTS: A GREAT CAREER OPTION

Did you know that in Ramsey County the need for licensed infant slots exceed the available licensed slots four to one? In order to provide working parents more and better choices for their children's care, we need to increase the number of licensed caregivers who enjoy and respect infants. Perhaps a family day care business could be an alternative for you or someone you know.

Let's look at some of the benefits of doing licensed family day care:

- You can be earning income while being home with your own children.
- Your children will benefit from learning to share with and care for other children.
- Expenses for toys and equipment, as well as much of the upkeep of your home, will be tax deductible.
- You can participate in professional child care organizations that offer support to you both as a parent and caregiver.
- You will be introduced to many other resources and training opportunities that will benefit your whole family.
- Last, but not least, you will have the satisfaction of knowing that you have played an important role in getting our next generation off to a good start in life; and their parents off to work with peace of mind.

If you or a friend are interested in finding out more about becoming a licensed family day care provider for babies, call Ramsey County Family Day Care Licensing at 298-4788, for more information.

RECRUITMENT CAMPAIGN

Child Care Food Program Insert

Dear Provider,

As you may know, there is a critical shortage of infant care slots in Ramsey County. We are, therefore, making an all-out effort to recruit homes that will take infants. We especially want to appeal to you, the experienced providers, to consider taking infants if you aren't already doing so (if you are taking infants--see last paragraph).

Yes, we know you really don't want to have to deal with dirty diapers, having to wait until the baby wakes up to go for that walk, or clutter up the kitchen with a high chair again. But when we listen to those who find taking care of intants to be quite agreeable, the advantages seem to far out-weigh the disadvantages.

Here is what they are saying:

- "The older kids just love the babies and like to do things for them. I think they learn a lot from the babies, and the babies learn a lot from them, too."

- Taking in infants helps me keep my slots full, and with so many preschoolers going to centers, I'd have a hard time getting enough kids otherwise. Besides, babies are neat."

- Some providers..."I can charge more for infants."

- "I find the gentle nurturing the infant requires is theraputic for me. It helps provide a balance for working with the active preschooler."

- "Infants don't come to you with a 'past' so they become part of our 'family group' more easily."

- "It never fails to amaze me how much they grow and develop through their infancy and toddlerhood. I guess I just like being part of that miracle and sharing those wonders with their parents."

- "Parents of infants seem to be more appreciative of what I do. I really feel like I'm doing an important job."

- "The day care provider up the street and I do a lot of things together so when we want to take a field trip that isn't well-suited for the infants, I'll take the older ones and she'll keep the infants, or vice versa. Of course, infants like outings, too, so when we go to the park they always come along."

WON'T YOU PLEASE JOIN THESE ENTHUSIASTIC INFANT CARE GIVERS?

If you are a provider who does take infants, please share your reasons for doing so with others you feel would be good with babies and encourage them to join you as a licensed infant caregiver.

Thank you for giving this important issue some consideration.

The Infant Recruitment Project

P. S. Please don't forget to keep your licensing worker posted about any infant openings you have.

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

RECRUITMENT CAMPAIGN

Sample Newsletter Articles

A Short Article for a Newsletter or Bulletin

Are you a resident of Ramsey County? Would you enjoy caring for 1 or 2 babies? Does earning an income while staying at home appeal to you? Then becoming a licensed family day care provider is a career option for you. There's a great demand for licensed infant caregivers in all areas of Ramsey County. You can help ease that demand by becoming a licensed provider. For more information call 298-4788.

A Longer Article for a Newsletter or Bulletin

CARING FOR INFANTS: A GREAT CAREER OPTION

Did you know that in Ramsey County the need for licensed infant slots exceed the available licensed slots four to one? In order to provide working parents more and better choices for their children's care, we need to increase the number of licensed caregivers who enjoy and respect infants. Perhaps a family day care business could be an alternative for you or someone you know.

Let's look at some of the benefits of doing licensed family day care:

- You can be earning income while being home with your own children.
- Your children will benefit from learning to share with and care for other children.
- Expenses for toys and equipment, as well as much of the upkeep of your home, will be tax deductible.
- You can participate in professional child care organizations that offer support to you both as a parent and caregiver.
- You will be introduced to many other resources and training opportunities that will benefit your whole family.
- Last, but not least, you will have the satisfaction of knowing that you have played an important role in getting our next generation off to a good start in life; and their parents off to work with peace of mind.

If you or a friend are interested in finding out more about becoming a licensed family day care provider for babies, call Ramsey County Family Day Care Licensing, at 298-4788, for more information.

RECRUITMENT CAMPAIGN

Incentive Programs

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

Strengthening families by improving the care of young children

ATTENTION: Prospective Infant Caregivers,

Because of the critical shortage of infant caregivers in Ramsey County, Resources for Child Caring, Inc., Ramsey County Family Day Care Licensing, with help from the Bigelow Foundation, are recruiting good people to become licensed family day care providers for infants.

In order to make it possible for more people to become licensed infant caregivers for the first time, or for already-licensed providers to begin caring for infants, we are able to lend support in the following key areas of infant care:

- Free loan of 1 piece of infant equipment for six months.
- Free loan of 2 infant toys for a six month period (toys and equipment may be exchanged within the six month period, but will be limited to 1 piece of equipment and 2 toys at any one time).
- Fifty percent discount on infant growth and development classes when you register for 10 or more class hours (Ramsey County Family Day Care Association members will receive 50% off the member rate).

To qualify for this support you must be in the process of registering an infant (0-12 months) in your program. Support available through June 1985, for licensed providers only.

For more information call 488-7284 and ask for Rachelle.

RECRUITMENT CAMPAIGN

Incentive Coupons

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

TRAINING COUPON

- FOR LICENSED PROVIDERS IN THE PROCESS OF REGISTERING AN INFANT(S) IN THEIR PROGRAM

- 50% DISCOUNT ON INFANT GROWTH AND DEVELOPMENT CLASSES WHEN YOU REGISTER FOR 10 OR MORE CLASS HOURS AT RESOURCES FOR CHILD CARING (RCFDCA members receive 50% off the member rate)

Good through 6-30-85

- TO REGISTER CALL JEANNE AT 488-7284

Date: _____

Provider's Name: _____

Licensing Worker's Name: _____

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

EQUIPMENT & TOY COUPON

- FOR LICENSED PROVIDERS IN THE PROCESS OF REGISTERING AN INFANT(S) IN THEIR PROGRAM

- FREE LOAN OF 1 PIECE OF INFANT EQUIPMENT AND 2 INFANT TOYS FOR A 6-MONTH PERIOD (good through 6-30-85, while quantities last)

- CALL LAURIE AT 488-7284 FOR AN APPOINTMENT.

Date: _____

Provider's Name: _____

Licensing Worker's Name: _____

RECRUITMENT CAMPAIGN

Class Developed on Infant Care

THE SPECIALNESS OF INFANT CARE
IN THE FAMILY DAY CARE HOME

Want to learn the nitty gritty of Infant Care? Class will deal with the special developmental, health and safety issues that relate to caring for infants. Also, learn inexpensive and practical ways to help infants develop and grow, how to help lessen parents' anxieties about leaving their infants and how to take care of yourself in this demanding career.

RECRUITMENT CAMPAIGN

Public Service Announcement

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

Strengthening families by improving the care of young children

For Immediate Release
(Use until October, 1984)

For More Information
Contact: Megan Roach
488-7284

PUBLIC SERVICE ANNOUNCEMENT
30 Seconds

ARE YOU A RESIDENT OF RAMSEY COUNTY? WOULD YOU ENJOY CARING FOR 1 OR 2 BABIES? DOES EARNING AN INCOME WHILE STAYING AT HOME APPEAL TO YOU? THEN BECOMING A LICENSED FAMILY DAY CARE PROVIDER IS A CAREER OPTION FOR YOU. THERE'S A GREAT DEMAND FOR LICENSED INFANT CAREGIVERS IN ALL AREAS OF RAMSEY COUNTY. YOU CAN HELP EASE THAT DEMAND BY BECOMING A LICENSED PROVIDER. FOR MORE INFORMATION CALL 298-4788. THAT NUMBER AGAIN 298-4788.

# # #

RECRUITMENT CAMPAIGN

Sample Press Release

Resources for Child Caring, Inc.
906 N. Dale Street
St. Paul, Minnesota 55103
612-488-7284

Strengthening families by improving the care of young children

DATE
FOR IMMEDIATE RELEASE

For more information
Contact: Tom Copeland
612-488-7284

Family Day Care Recruitment Campaign

Produced Results

A one year campaign to recruit persons to become licensed as family day care providers to care for infants has achieved impressive results in St. Paul, Minnesota. Between September 1984 and August 1985, 346 family day care providers received their license in Ramsey County representing a 33% increase over the previous year. The number of infants cared for by these new providers totaled 442. Applications to receive licenses were up 57% over the previous year. The campaign was conducted by Resources for Child Caring, Inc., a nonprofit child care services agency in St. Paul. A grant from the F. R. Bigelow Foundation provided the financial support.

The main strategy of the recruitment campaign was to increase community awareness of the child care shortage problem. Specially designed posters, brochures, and flyers were circulated through schools,

-more-

employers, and community organizations. These materials stressed the varied benefits of becoming licensed and were designed to appeal to those who want to be at home, earn an income, and be their own boss. Six billboards also spread the message. Phone surveys of new and old providers identified the two major barriers to caring for infants: proper equipment and a lack of training in infant care. An equipment loan program (cribs, strollers, etc.) and a special training class were offered as part of an incentive strategy. For further information, write Tom Copeland, Resources for Child Caring, Inc., 906 N. Dale St., St. Paul, MN 55103 or call (612) 488-7284.

# # #

RECRUITMENT CAMPAIGN

Major News Article
St. Paul Pioneer Press and Dispatch

Just one article from major coverage of the child care shortage featured on Sunday, March 24, 1985. Other articles discussed sick child care, government and business support, and political action on child care issues. Numerous photos were included.

Recruiting providers successful

By Carol Lacey
Staff Writer

Those adorable little babies . . . they coo and cuddle and eagerly explore the world with wide-eyed fascination. They don't talk back. They don't draw murals on the bedroom wallpaper.

These babies may seem irresistible, yet their working parents find child care for them in critically short supply, said Megan Roach, coordinator for Ramsey County infant-care recruitment. She talked about the local need for infant care. Of parents seeking child-care referrals through the county's computerized information and referral system in the past four months, 37 percent were seeking care for infants, 16 percent for toddlers 15 months or younger. Besides that, there were many parents with an infant and preschooler who were looking for a place that would take them both.

From 1980 census data and information gathered in the Wilder Young Adults Study, in Ramsey County alone there are about 4,000 children younger than 16 months of age who need full- or part-time child care while their parents work outside the home. Only about one-fourth of these children can be served by the licensed care currently available.

In fact, until recently, the number of providers was declining while the demand for child care was increasing markedly, she said. That constricted the supply of child care in general and virtually choked off infant-care options.

The problem isn't just local. Across the country, available infant care is so minimal "it's almost not measurable," said Eleanor Guggenheim, executive director of Child Care Action Campaign, New York.

Ramsey County is trying to remedy that with its current child-care recruitment campaign "Love for a Living," supported with funds from the Bigelow Foundation.

The campaign is doing more than tugging at heartstrings of people who might consider caring for infants. It offers incentives, such as free loans of infant equipment or toys and discount on infant growth and development classes for those who will take care of at least one child younger than 16 months of age.

It also is trying to get the word out on what infant care is really like. Results of a recent local survey of infant-care providers found that "those who care for infants really like it," said Tom Copelon, director of consumer services at Resources for Child Caring Inc.

It appears to be working. The number of prospective potential day-care providers attending orientation meetings in January and February was triple that of last year. "It's more than we hoped for," said Shirley Kluznik, supervisor of family day-care licensing for Ramsey County.

What's even better, many of these people are willing to take infants. That's great news for child-care recruiters, such as Roach, who is relieved to see a long decline in available child-care reversing. It's even better news for parents, particularly parents of infants, who have been unsuccessfully scouring neighborhoods and want ads for possible leads to child care.

The tremendous response to child-care recruitment is keeping county licensing staff more than busy, according to Klusznik. For a time, she feared the orientation and intake process for new child-care providers would have to be shut down so staff could catch up with the workload. Fortunately, two staff positions were approved to help on a temporary basis.

Such enthusiastic response will help ease the shortage of infant care in the county, but it still won't meet the need. "So far, infant care is in such demand that by the time a person gets licensed, their friends have heard about it and she already has her infant slots full," Kluznik said.

Even with their current success, child-care recruiters, such as Roach, know they have a tall order to fill. New sources of child care are opening up, but the demand for such care is also continuing to grow as more and more parents of young children, particularly infants, work outside the home.

The bottom line may be convincing providers they can make money taking care of babies. People trying to make a living in child care know that taking care of infants isn't as profitable as taking care of older children, Roach said.

In child-care centers, one worker is required for every four infants, compared to one worker for 10 preschoolers. Family providers have been limited to two infants, but this rule is being changed this spring to allow people who want to specialize in infant care only to take three babies. Other changes are being proposed that will make care of the very young child more economically attractive, Kluznik said.

Typically, though, providers adjust by taking one or two infants along with older children. "Basically you have to have an age spread so you can operate and make a go of it," Copelon said.

RECRUITMENT CAMPAIGN

Local News Article

The Highland Villager
Wednesday, March 13, 1985

VOLUME 34, NUMBER 1 WEDNESDAY, MARCH 13, 1985 42,000 COPIES

Agency tries to solve problem

Families find day care shortage acute

by Joy Vandenberg

When Janice Garofalo went back to work after giving birth to her third child four months ago, she didn't anticipate any problems finding day care for her kids. After all, she just needed a babysitter for two hours a day, between the time she left for work and her husband got home.

Garofalo was in for a rude awakening, and it came after her first few phone calls in search of child care. She found that not only were most providers unwilling to take children on a part-time basis, but the cost was so high that it wasn't practical for her to continue working. "My whole check would've been going to the babysitter," she said.

The most practical solution, in her case, was to quit the job and become a day care provider herself. She hopes to begin caring for babies on both a full-time and part-time basis in April.

Unlike Garofalo, Linda, who asked that her last name not be used, was aware of the demand for child care and began searching for a provider last July, even before her first child was born in August. Though she made between 30 and 40 calls, she didn't find a suitable provider until January.

The problem is clear—post World War II baby boomers are now having babies of their own and, unlike the generation that produced them, these new parents are finding it difficult to fulfill the American dream on a single income. The increased number of women in the work force has produced demand for day care that far exceeds the supply of people willing to provide such care.

Resources for Child Caring Inc., a non-profit social services group dedicated to improving the quality of child care in Ramsey County, is attempting to alleviate the problem through the Infant Care Giver Recruitment Campaign, launched last July on a one-year grant from the Bigelow Foundation.

RCC became aware of the need for more child care providers when its Information and Referral Service, which refers interested parents to prospective caregivers, was inundated with far more requests for child care in the home (as opposed to care in day care centers) than it could fill, according to Megan Roach, coordinator of the recruitment campaign.

The problem is especially apparent in Highland Park, where she said only 13 homes provide child care. The shortage there has caused a spillover into the Macalester/Groveland area, where there are 43 licensed day care homes. One of these providers, Gloria Racine, has been caring for children in her home for 10 years, but has never seen the demand for the service so great. An opening she had for a child last summer triggered 50 phone calls in less than a week, she said.

Racine is especially popular among young mothers because she is willing to take infants (0-16 months). Since infants are generally the most difficult to place in day care homes, the RCC's recruitment campaign focuses on increasing the number of providers willing to care for babies.

Reasons for not taking infants vary. For example, state licensing procedures require a separate crib for each infant in a day care home, Roach said, and the expense of buying more cribs is often enough to deter most prospective infant care givers. As an additionl incentive to these people, a portion of the grant for the Infant Care Giver Recruitment Campaign was used to purchase cribs and toys for infants, which RCC will loan to caregivers at no charge for six months. RCC also offers a 50 percent discount on infant growth and development classes to providers through its training department.

(Roach did not elaborate on the requirements of the current day care licensing procedure because the rule is being revised.)

There are several benefits to providing day care, Roach said: Expenses for toys, equipment and much of the upkeep of the caregiver's home are tax deductible; food reimbursements are available for serving nutritious meals; providers are their own bosses, and they have a rare opportunity to earn an income while being around to watch their own children grow. But according to Roach, a provider's major incentive in caring for infants has to come from within. "They have to love babies and feel it's special to watch their growth and development," she said. "They can't be in it just for the money because it's just not there yet, though it may be a year or so down the road."

The Infant Care Giver Recruitment Campaign attempts to reach these people with a genuine love for babies through brochures, billboards, public service announcements and posters. Principals in Ramsey County schools have agreed to insert campaign flyers in newsletters sent to parents. Major county employers such as 3M have done mass mailings to employees, inviting interested parties to informational meetings on the requirements of providing day care in the home.

Thus far, Roach said, she thinks the campaign has enjoyed "relative success, in numbers." For example, the number of infant providers had declined each year for three years prior to the campaign, but in the past six months the trend has reversed, and there has been a 1 percent increase in providers as well. Since July, 199 new homes have been licensed for day care, producing 271 new infant slots in Ramsey County.

But there's still a long way to go. Roach said another 350 infant slots must open in the county to satisfy the present need, and that projection doesn't even touch on the ideal situation—in which parents can choose the type of day care their children receive.

"How parents want their children brought up is a very personal matter," she said. "It's not just important to have a place to put the child—what's important is that parents have a choice. They can't be picky right now."

Even parents like Linda, who have found what they consider the ideal provider, must make alternate plans for their children if their babysitters are ever ill or take a vacation. "Not many people are willing to take a child on a drop-by basis," she said. "It's very frustrating."

But she added that her frustration is with the situation—not the providers. "I think all day care people are worth their weight in gold," she said. "A lot of people gripe about the cost, and it does get expensive, but children are our greatest resource. They're worth it."

For more information on providing day care in the home, call Ramsey County Family Day Care Licensing at 298-4788.

General Offices/3M

3M Center
St. Paul, Minnesota 55144-1000
612/733 1110

RECRUITMENT CAMPAIGN

Corporate Participant
Letter to Employees

3M

February 18, 1985

Dear 3M Employee:

Perhaps you are aware of the recent media attention being given locally to growing needs of working parents for child care services, particularly infant care.

Availability of infant care has become increasingly critical as the number of women participating in the workforce (primarily mothers of young children) continues to rise. In Ramsey County alone the need for licensed infant slots exceeds available slots four to one.

In response to the impact this shortage has on the community-at-large and on our own workforce attraction and retention, 3M has agreed to cooperate with Resources for Child Caring, Inc. in launching a recruitment campaign to increase the number of infant family day care providers available in Ramsey County.

You can help by identifying prospective infant caregivers. Please give the attached letter your attention, and pass it on to someone you know in the community who is looking for full or part-time work and may be interested in obtaining further information about becoming a licensed infant caregiver. Informational meetings will be held at 3M Center over lunch hours or during evening hours.

Your assistance in this effort is greatly appreciated.

Sue Osten

S. T. Osten
Child Care Information Service

Attch.

INFANT CARE INFORMATION MEETING

SIGN-UP FORM

If your spouse, a friend or a relative lives in Ramsey County and is interested in learning more about licensed family day care or legal unlicensed care for infants, we urge you to have them fill in the form below and return it to 3M Employee Services as soon as possible.

_____ Yes, I'd like to attend an informational meeting at 3M Center on doing licensed family day care or legal unlicensed family day care in Ramsey County.

_____ I would prefer to attend a lunch hour meeting.

_____ I would prefer to attend an evening meeting.

Please send any future information regarding Infant Care Informational Meetings to:

Name _____

Address _____

City _____ Zip _____

Or phone me at: (W) _____ (H) _____

Individuals signing up for infant care informational meetings will be contacted with specific dates and times of scheduled meetings.

Return form to:

Sue Osten
Child Care Information Service
Employee Services Dept.
Bldg. 220-2W-03
3M Center
St. Paul, MN 55144

Resources for Child Caring, Inc.
906 N Dale Street
St Paul, Minnesota 55103
612-488-7284

Strengthening families by improving the care of young children

February 13, 1985

Dear 3M Employee:

As a member of the workforce, you are no doubt aware of the shortage of quality infant day care. We believe that there are many loving, experienced, and otherwise well-qualified potential infant caregivers "out there" who can help relieve this problem once they find out what a truly satisfying, stay-at-home career infant caregiving can be. This is why we are turning to you for help.

Would someone you know (your spouse, a relative or a friend) enjoy the following benefits?

-- Earning an income while being home with their children

-- Having their own children benefit from learning to share with and care for other children

— Being able to deduct expenses for toys and equipment, as well as much of the upkeep of their own home

-- Participating in professional child care organizations that offer support to caregivers and parents

— Being introduced to many other resources and training opportunities that will benefit the whole family

— Having the satisfaction of knowing that they have played an important role in getting our next generation off to a good start in life and that parents can go off to work with peace of mind

If these benefits would be appealing to someone you know, please have that individual complete and return the attached form.

Thank you for your help.

Sincerely,

David O. Allen

Attch.

President
Jack Garrett
First Bank Saint Paul

Vice President
Marie Piette
Northwestern Bell

Vice President
Lydia Velander

Secretary/Treasurer
Jim Morrell
Inter-Regional Financial Group

Executive Director
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